

HONOLULU FIRE DEPARTMENT

CITY AND COUNTY OF HONOLULU

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KIRK CALDWELL
MAYOR

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CITY COUNCIL
HONOLULU, HAWAII



MANUEL P. NEVES
FIRE CHIEF

LIONEL CAMARA JR.
DEPUTY FIRE CHIEF

March 13, 2017

Mr. Kevin Sakamoto, Chair
Salary Commission
530 South King Street, Room 202M
Honolulu, Hawaii 96813

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CITY & C OF HONOLULU

Dear Mr. Sakamoto:

Thank you for the opportunity to provide input regarding compensation for Directors and Deputy Directors. The Honolulu Fire Department (HFD) appreciates the Salary Commission's continuance to recognize the importance of fair and equitable compensation for the Fire Chief and Deputy Fire Chief. Although this recognition was often hampered by poor economic conditions in the past, we are fortunate that the economy has realized positive growth and recovery. We are confident that the Salary Commission's pursuit of fair and equitable compensation, coupled with positive economic conditions, will result in adjustments that recognize the tremendous responsibilities and duties required of the Fire Chief and Deputy Fire Chief.

My request to the Salary Commission is to raise the Deputy Fire Chief's salary to a fair and equitable difference above our subordinate Assistant Fire Chiefs (AC). I also respectfully request a fair and equitable pay differential between the proposed Deputy Fire Chief's salary and the Fire Chief's salary. These adjustments are based on the duties and responsibilities of these positions.

The responsibilities of the Fire Chief and Deputy Fire Chief include, but are not limited to:

1. Developing and implementing the HFD's Strategic Plan, which includes accreditation and certification programs.
2. Planning, building, and executing Operating and Capital Improvement Program budgets.
3. Analyzing, developing, and implementing operational needs, such as safe staffing levels, apparatus and equipment, fire prevention and

medical service programs, disaster response, and numerous other duties.

Additionally, the City Charter states that the Fire Chief shall provide fire fighting and emergency response work in order to save lives, property, and the environment. This includes emergency medical care, hazardous materials response, and rescues on land and sea. The Charter also states that the Fire Chief is responsible for fire prevention, education, and investigations. This obligation, which covers the entire City and County of Honolulu, starts and ends with the Fire Chief.

The following matrix is based on a 2017 survey of the respective fire departments and compares the salaries of Fire Chiefs from similar-sized fire departments:

City	Uniformed Staffing	Population	Fire Chief Salary
San Francisco	1,739	809,000	\$311,194
Seattle	1,084	686,800	\$225,170
Austin	1,150	943,795	\$213,290
San Antonio	1,714	1,465,845	\$210,812
Denver	1,018	670,000	\$185,000
Honolulu	1,136	963,607	\$176,304

An analysis of the department's size and the population served, illustrates that the HFD Fire Chief's compensation is at the lowest level. The HFD serves one of the largest populations and uniformed staffing, yet is compensated at the lowest level. As mentioned earlier, the Fire Chief's responsibilities are magnified based on population served and managing the HFD's staffing to ensure community needs are met.

The AC's compensation is \$14,175. Adding the monthly \$350 Standard of Conduct pay, results in a total of \$14,525 per month or \$174,300 per year. The Fire Chief and Deputy Fire Chief positions do not qualify for the Standard of Conduct pay, but are expected to uphold the standard. At this rate, the AC's make approximately \$6,156 more than the Deputy Fire Chief. Based on Chapter 89C, there must be an adjustment to the Fire Chief and Deputy Chief's salaries at least equal to what their managers are receiving.

The inversion of salaries continues to exist, in which the highest paid exempt management subordinates salaries are higher than the department and deputy

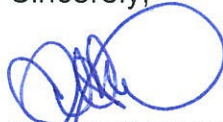
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department heads. Providing a 5% increase above the AC's pay for the Deputy Fire Chief and a 5% increase above the Deputy Fire Chief for the Fire Chief would alleviate the inversion.

If approved, this change will provide adequate compensation for the work and responsibilities of these key positions. The approval would also provide for a sensible and equitable relationship with the salaries of the other employees in the Department.

Thank you for your consideration. Should you have questions, please contact me at 723-7104 or slawton@honolulu.gov.

Sincerely,



SCOTT LAWTON
Assistant Fire Chief

SL:sn